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This instruction implements and expands on the guidance in Air Force Policy Directive (AFPD) 10-2, Readiness, and AFPD 10-3, Air Reserve Component Forces. It establishes command, control and communications (C3) processes and defines the organization, command & control (C2) relationships, communications systems, communications procedures, and training, for the Air Force Reserve Command (AFRC). It applies to AF/RE, Headquarters AFRC (HQ AFRC) and AFRC's subordinate units to include: Numbered Air Forces (NAF), Wings, stand-alone Groups, Air Reserve Personnel Center (ARPC), and the Force Generation Center (FGC). This instruction does not apply to the Air National Guard. This is the initial publication of AFRCI 10-202. It incorporates the lessons learned from the AFRC transition to an A-staff structure, the achievement of Full Operational Capability, changes to the AFRC NAF mission, and the establishment of the FGC. Requests for waivers must be submitted through the chain of command to the appropriate Tier waiver approval authority. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate functional chain of command to AFRC/A3O, 155 Richard Ray Blvd, Robins AFB, GA 31098. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Information Management

System   (AFRIMS)   Records   Disposition   Schedule   located   at
https://www.my.af.mil/afrims/afrims/afrims/rims.cfm.

Chapter 1

INTRODUCTION

1.1. Purpose. This publication describes the organization, command and control relationships, processes for internal and external communications, communications systems, procedures, and training for AFRC's command, control and communications (C3) processes. These processes serve to ensure AFRC maintains command and control (C2) of its assigned forces and is able to communicate effectively. Assigned forces include AFRC Selected Reserve (SELRES) wings and groups (unit reservists) as well as Individual Reservists (IR) serving in a non-unit role. It applies to the primary stakeholders for Reserve force C3, namely HQ AFRC staff, AFRC NAF staff, AFRC SELRES units, ARPC, and the FGC.

1.2. Objectives. This instruction:

1.2.1. Delineates AFRC C3 for SELRES units and all IR categories.

1.2.2. Enumerates C3 responsibilities for HQ AFRC staff, AFRC NAFs, AFRC SELRES units, ARPC, and the FGC.

1.2.3. Details processes for C3 during force generation (execution).

1.2.4. Covers continuum of participation (volunteer through full mobilization) IAW Title 10 United States Code (USC).

1.2.5. Details communications between AFRC organizations and external organizations.

1.2.6. Describes and details the use of AFRC Enterprise Architecture, systems and procedures.

Chapter 2

AFRC C3

2.1. AFRC Command, Control and Communications (C3) Foundation.

2.1.1. AFRC C3 is based on the AFRC Commander's (AFRC/CC) responsibilities as provided in Air Force Mission Directive (AFMD) 11. These responsibilities are to command assigned forces; organize, train and equip (OT&E) combat-ready forces; and provide combat-ready forces (note: this Instruction uses "generate" synonymously with "provide"). The HQ AFRC/A3 provides command-wide oversight for C3 for the AFRC/CC.

2.1.2. Reserve force composition is uniquely different from the Active Force in that Reserve forces are comprised of numerous categories of reservists. In the aggregate, the SELRES is comprised of unit forces and IRs not assigned to a specific reserve unit. Title 10 USC 10174 provides the AFRC/CC Administrative Control (ADCON) over all Reserve forces, both unit and IRs through all activation authorities up to Full Mobilization. The majority of IRs (Individual Mobilization Augmentees [IMA]), Participating Individual Ready Reservists [PIRR], certain AGRs, etc.) are assigned to non-AFRC organizations. For these Reservists, AFRC provides "Specified ADCON" to the non-AFRC organization, and the AFRC/CC maintains overall ADCON through the ARPC/CC.

2.1.3. Title 10 USC 10174 also provides AFRC/CC ADCON over forces in the non-participating Individual Ready Reserve (IRR), Standby Reserve (SR), Retired Regular (RREG), and the Retired Reserve (RR). The ARPC Commander (ARPC/CC) exercises ADCON over these individuals. However, the non-participating IRR, SR, RREG, and RR are accessed through mobilization and generally only in times of national emergency. HAF/A5XW provides the Secretary of Defense (SECDEF) approved mobilization orders to access the non-participating IRR, PIRR, SR, RREG, or RR. When mobilized, the IRR, PIRR, SR, RREG and RR are gained to the Regular Air Force (RegAF). As such, there are no specific C2 measures provided for them, except the administrative procedures and recall mechanisms used by ARPC.

2.2. AFRC Operational View. SELRES C3 is organized along the unit and IR delineation and can be represented in two Operational Views (OV): OV-1 Unit and OV-1 IMA/PIRR (Fig 2.1. and 2.2 respectively). Note: IMA/PIRR is used because individual AGRs assigned to non-AFRC organizations (Reserve Advisors, Liaison Officers, etc.) fall outside of the OVs and report directly to the AFRC/CC.

2.2.1. Operational View1 - Unit. OV-1 Unit depicts the chain of command from the Chief of Staff of the Air Force through the AFRC/CC, then to the NAF/CCs to the unit commanders. OV-1 Unit depicts the HQ AFRC staff and the FGC are organizations required to coordinate with entities outside AFRC, namely the Chief of the Air Force Reserve, Unified Combatant Commands (UCC), MAJCOMs, agencies and HAF, to achieve the AFR mission. Section 4 defines the specific authorities for communication with non-AFRC organizations. OV-1 Unit also depicts the need for the HQ AFRC staff and the FGC to coordinate with AFRC units in a Skip Echelon (SKECH) manner.

Figure 2.1. AFRC Operational View (OV-1 Unit).
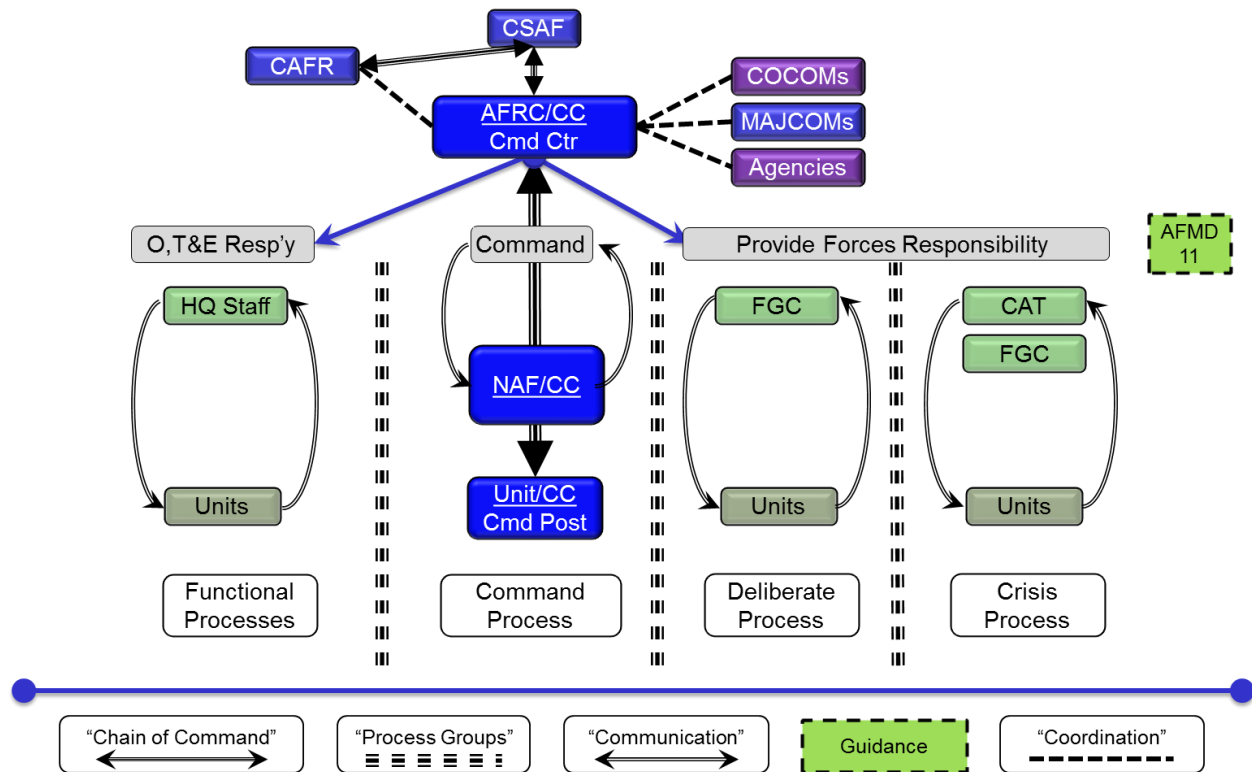
2.2.2. Operational View1 – IMA/PIRR. OV-1 IMA/PIRR depicts the chain of command from the Chief of Staff of the Air Force through the AFRC/CC, the ARPC/CC, the Readiness and Integration Organization Commander (RIO/CC) and to the individual IMA/PIRR, to include the IMA/PIRR assigned organization. OV-1 IMA/PIRR depicts that the HQ AFRC staff, ARPC and the FGC are the organizations required to coordinate with entities outside AFRC, namely those organizations with assigned IMA/PIRRs, to achieve the AFR mission. Section 4 defines the specific authorities for communication with non-AFRC organizations. OV-1 IMA/PIRR also depicts the need for the HQ AFRC staff and the FGC to coordinate with the RIO, RIO detachments, and IMAs/PIRRs in a Skip Echelon manner.

2.3. Major Process Groups. Each OV is built based on the AFMD 11 responsibilities: "Command", OT&E, and Provide Forces responsibilities and further into four major process groups. Each process group contains slight nuances to how C2 is executed, as well as the specific communication requirements to achieve the mission. The C2 processes are detailed in Chapter 5. Note: when this instruction specifically refers to the "Command" process, it will be depicted in quotations.

2.3.1. The four major process groups are:

2.3.1.1. Command Processes. This group is central to AFRC C3 and represents the AFRC chain of command, to include NAF/CCs, unit commanders, and the ARPC/CC. Processes in this group include those related to command, order, morale and discipline.

Figure 2.2. AFRC System Operational View (OV-1 IMA/PIRR).
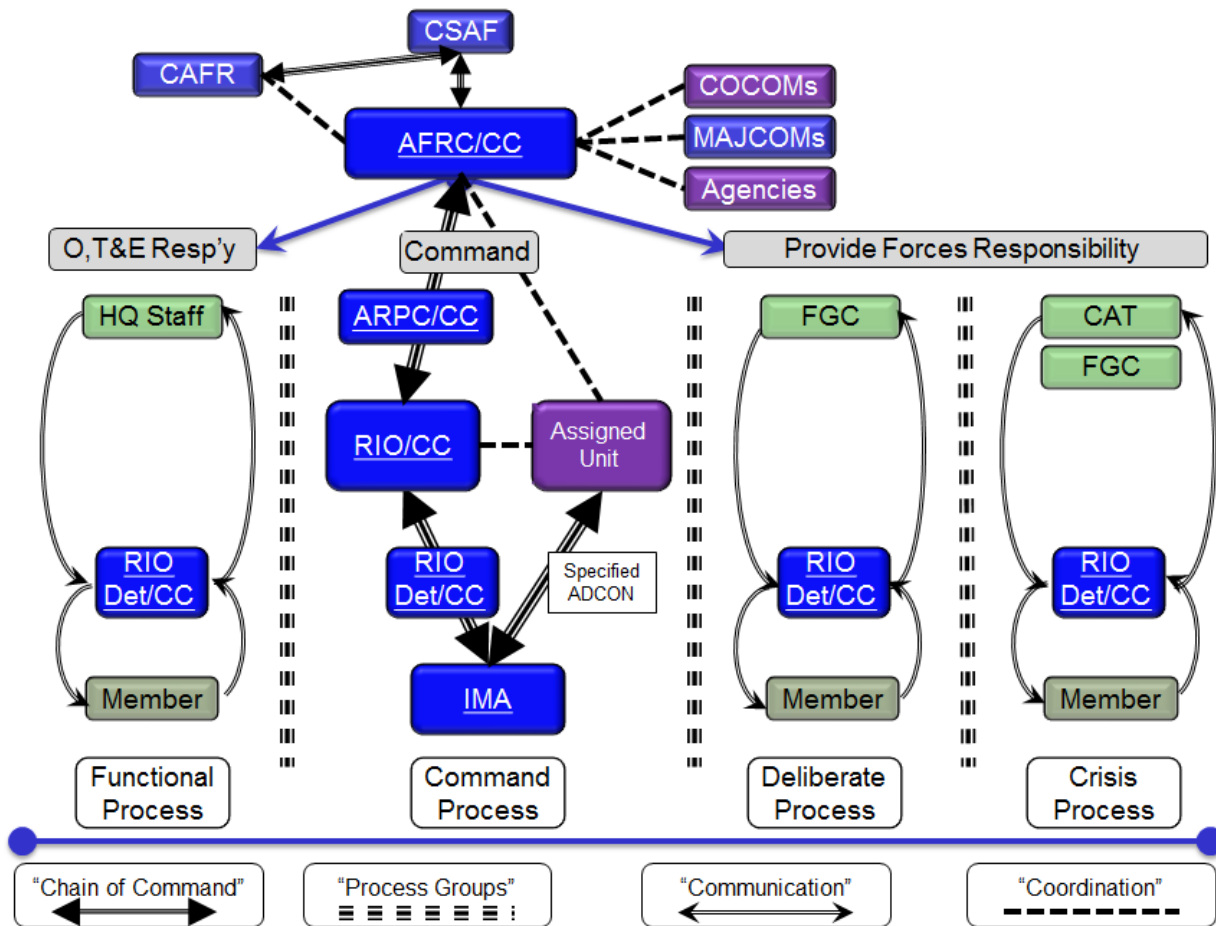
2.3.1.2. Functional Processes. This group includes those processes normally managed by the HQ AFRC functional staff (i.e. Functional Area Managers [FAM]) under the OT&E responsibility.

2.3.1.3. Force Generation Deliberate Process. This process is managed by the AFRC FGC and is the process used to source and provide combat ready forces.

2.3.1.4. Force Generation Crisis Process. This process is also managed by the AFRC FGC, and is the process used when time constraints prevent the use of the Deliberate Process.

2.3.2. It is important to recognize that the OVs represent a model to describe C3 and in practice there is overlap between the process groups and in many situations; organizations will have a role or responsibility in each group. It is also possible that processes in one group could trigger actions in another.

2.4. Skip Echelon (SKECH) Staffing Structure. In the Functional and the Force Generation groups, AFRC uses a SKECH staffing structure which provides for communications between AFRC staff and AFRC units, as well as the FGC and AFRC units.

2.4.1. AFRC NAFs are not management headquarters and are not staffed to directly participate in in the Force Generation and Functional processes. In order to carry out their

command responsibilities, NAF/CCs require much of the information from these processes to advocate for their forces and ensure unit readiness.

2.4.1.1. In the Force Generation processes, NAF/CCs have an advisory role and are members of the HQ AFRC Crisis Action Team (CAT).

2.4.1.2. In the Functional processes, SKECH staffing requires understanding by all AFRC organizations to ensure effective communication. Specific process identification, description, ownership, and information links are actively managed by HQ AFRC directorates and are available via the "Skip Echelon" tab on the command's Enterprise Information Management (EIM) SharePoint homepage. **https://afrc.eim.us.af.mil/Pages/default.aspx**   **NOTE:** The Chain of Command and the "Command" processes do not skip echelon.

2.4.2. AFRC wings and units obtain support for the majority of functions and activities directly from HQ AFRC. The following describes where OT&E issues and actions should be addressed for resolution:

2.4.2.1. Wing Staff:

2.4.2.1.1. The following wing offices have no NAF counterpart and receive command support from their corresponding HQ AFRC staff directorate: Chaplain; History; Inspector General; Protocol; Public Affairs; and Safety.

2.4.2.1.2. Judge Advocate (JA). Wing legal offices obtain support from the NAF/JA as described below. AFRC/JA provides all other support.

2.4.2.1.2.1. NAF legal staffs provide support to NAF/CCs in the areas of administrative processes, certain adverse actions and legal, disciplinary and morale processes.

2.4.2.1.2.2. The AFRC legal staff provides the full range of legal support to the Wing Staff, including Environmental Law, Labor Law, Contracts Law, Administrative Law, Discharge Boards, Military Justice support, Ethics support, financial disclosure support, Flying Evaluation Boards, Line of Duty determinations, Equal Opportunity Treatment complaint processing, and Military Justice oversight.

2.4.2.1.3. Wing Command Post. Receive all support from AFRC/A3O.

2.4.2.2. Operations Group:

2.4.2.2.1. Commander. Obtain all staff support from HQ AFRC except as described below and in the EIM SKECH guidance.

2.4.2.2.2. Intelligence units. Senior Intelligence Officers within Air, Space, and Cyber units will receive all functional support to air, space, and cyber from AFRC/A2, except as provided for in EIM SKECH guidance.

2.4.2.2.3. Squadrons. Operational flying squadrons and operational support squadrons obtain support from the Operations Group commander and other wing agencies.

2.4.2.3. Intelligence, Surveillance, and Reconnaissance Group (ISRG):

2.4.2.3.1. Commander. Obtain all functional support from AFRC/A2, except where the NAF provides support to subordinate units as described in EIM SKECH guidance.

2.4.2.3.2. ISRG and Intelligence Squadrons. Obtain all support from AFRC/A2, except where the NAF provides support to subordinate units as described in EIM SKECH guidance.

2.4.2.4. Mission Support Group:

2.4.2.4.1. Commander. Obtain all support from AFRC/A7 and AFRC/A4, except where the NAF provides support to subordinate squadrons as described in EIM SKECH guidance.

2.4.2.4.2. Communications Squadron. Obtain all support from AFRC/A6.

2.4.2.4.3. Security Forces Squadron. Obtain all support from AFRC/A7, except as provided for in EIM SKECH guidance.

2.4.2.4.4. Logistic Readiness and Aerial Port Squadrons. Obtain all support from AFRC/A7 and AFRC/A4 except for as provided for in EIM SKECH guidance.

2.4.2.4.5. Force Support Squadron/Flight. Obtain necessary support from the NAF/CSS. AFRC/A1 provides any additional support the NAF/CSS cannot provide.

2.4.2.4.6. Civil Engineering Squadron/Flight. Obtain all support from AFRC/A7, except as provided for in EIM SKECH guidance.

2.4.2.5. Maintenance Group:

2.4.2.5.1. Commander. Obtain all support from AFRC/A4, except where the NAF provides support to subordinate squadrons as described in EIM SKECH guidance.

2.4.2.6. Medical Groups, Squadrons and Flights. Receive all policy/guidance and support for health care from the AFRC Command Surgeon. There is no medical counterpart at the NAF.

2.4.2.7. Commander Involvement Orientation Program. Wings provide submissions to NAFs.

2.4.2.8. Senior Officer Management. NAFs provide direct oversight and support responsibility, to include assignments, contingency taskings, nominations for course attendance, and senior officer effectiveness reports and Promotion Recommendation Forms (PRF).

2.4.2.9. Personnel Field Activities. NAFs support such functions as separation actions involving General courts-martial when the NAF Commander has jurisdiction. Some personnel reliability program actions require NAF Commander certification. NAFs may provide guidance on Major and Lieutenant Colonel PRFs where the NAF Commander has senior rater involvement.

2.4.2.10. Awards and Decorations. NAFs support functions such as endorsement of Legion of Merit recommendations when direct reporting unit commanders undergo permanent changes of station, and endorsement of decorations on their staff personnel which require AFRC/CC or higher approval. They also endorse wing nominations to AFRC for Air Force Outstanding Unit Awards, General and Mrs. Jerome F. O'Malley

Award, Twelve Outstanding Airmen of the Year Award, and First Sergeant of the Year Award, as well as nominations from their staff.

2.5. AFRC Force Generation Model and Taxonomy. The model in Figure 2.3 illustrates the relationships for the Force Generation processes. The taxonomy for Force Presentation Management (OPR: AFRC/A5XW) in **Figure 2.4** illustrates the model for managing AFR resources. The model provides for:

2.5.1. Force Generation. Requests for reserve forces flow into the FGC from various customers to support emerging missions, rotational taskings, exercises and security cooperation events. The FGC coordinates all sourcing and execution of AFRC assets and personnel through direct contact with FAMs and unit Installation Deployment Readiness Cells. Additionally, the FGC coordinates with subject matter experts from each HQ AFRC directorate and ARPC. Once a sourcing solution is determined, the sourced individuals/units are notified of their selection and begin preparations to execute.

2.5.1.1. Requests for Forces. All requests for AFR aircraft, aircrew and support AFSCs are routed to the FGC via the FGC Battle Watch (BW), except as specifically directed by the FGC/CC (i.e. sourcing for Air and Space Expeditionary Force [AEF] rotations are routed to the FGC Forces Division). The BW is the 24/7 Point of Contact (POC) for FGC C2 of AFR forces.

2.5.1.2. The BW ensures all force generation requests are routed to the appropriate FGC entity or other organization for action. Contact information for the BW is: DSN 497-0686, Commercial (478) 327-0686, NIPR: **fgc.battlewatch@us.af.mil**   SIPR: **fgc.battlewatch@us.af.smil.mil**

2.5.2. Force Execution (for the taxonomy, this also includes deployment). Execution begins when the individual/unit departs their home base and proceeds to the requesting organization. For 'employ-in-place' (EIP) situations, execution begins when the individual/unit is 'chopped' to the requesting organization or enters into the employment phase of the EIP event on Military Personnel Account (MPA) orders as determined by the FGC. Execution ends when the individual/unit returns to their home base (or for EIP, is chopped back to their home organization or released from other duties to accomplish reconstitution).

2.5.3. Force Reconstitution. Individuals/units accomplish post-deployment activities and return to their normal training missions. Assessment is also accomplished at this time.

2.5.4. The taxonomy in Figure 2.4 is used throughout this publication. The FGC focuses on and supports Transactional Operations (Force Generation) for both units and IRs. HQ AFRC FAMs are responsible for Force Planning and Posturing, and Force Management.
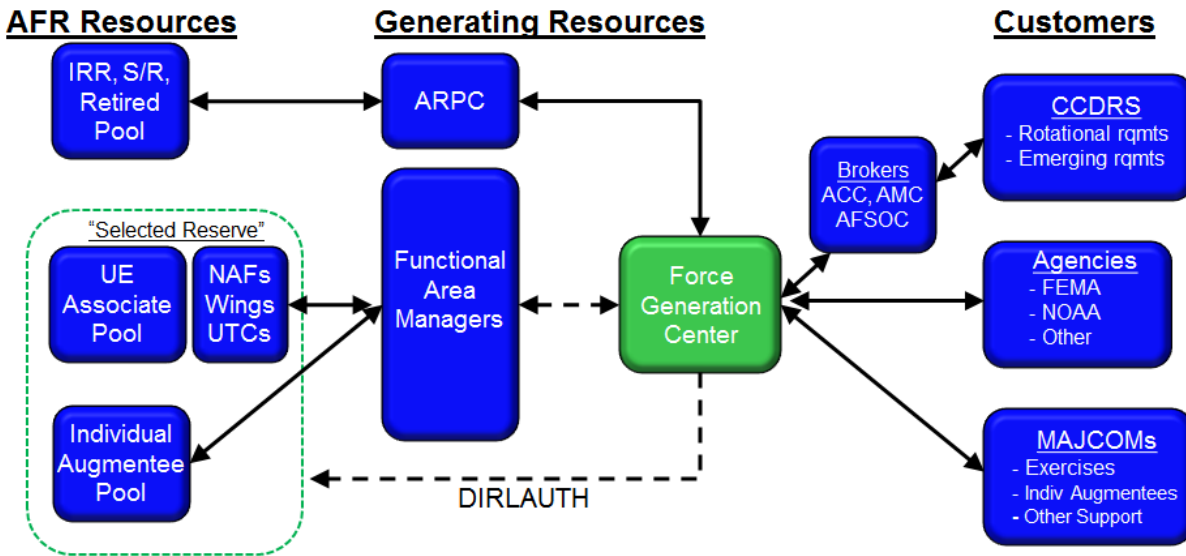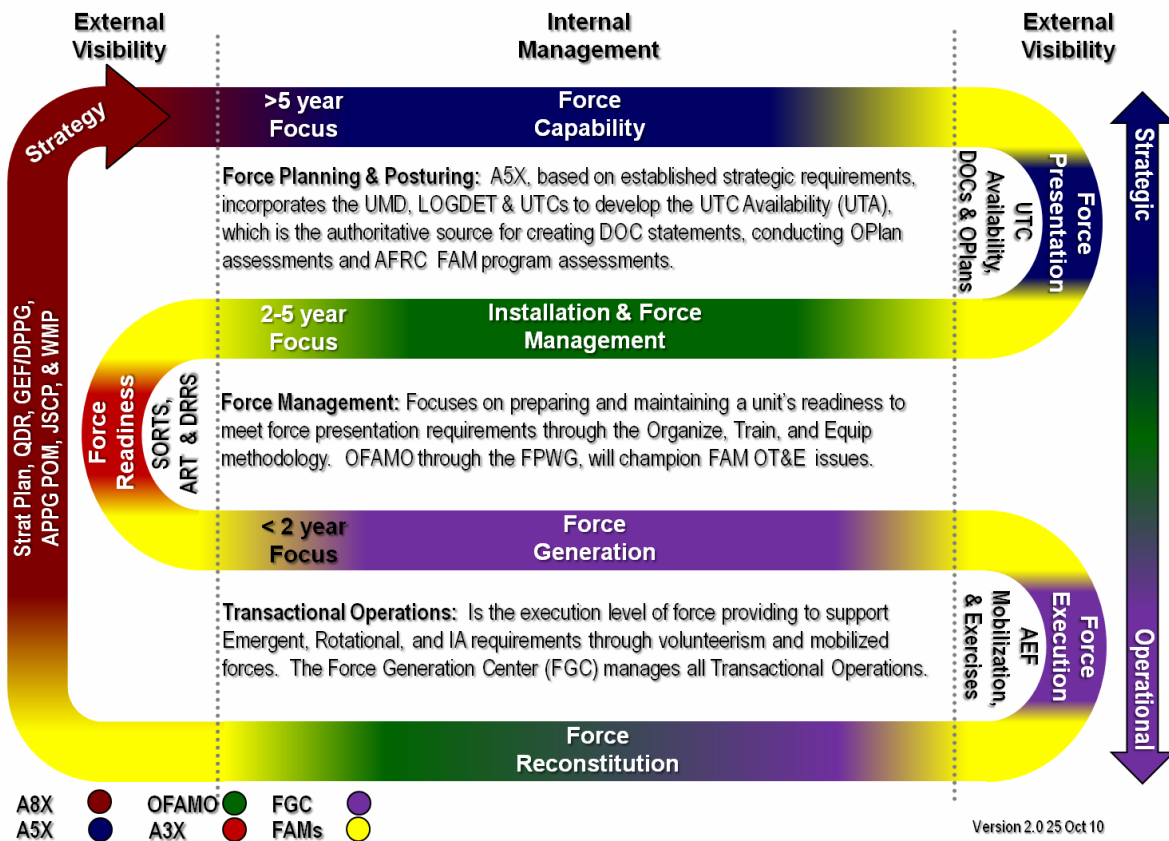
Figure 2.3. AFRC Force Generation Relationships.

Figure 2.4. Taxonomy for Force Presentation Management.

Chapter 3

ORGANIZATIONAL RESPONSIBILITIES

3.1. Overview. This section details organizational roles and responsibilities of C3 process stakeholders.

3.2. HQ AFRC. The AFRC/CC is ultimately accountable for all AFRC C3 processes as described in **paragraph 2.3**. Authority to manage these processes is delegated below and in Table 3.1.

3.2.1. The AFRC/CV is accountable for HQ AFRC C3 personnel resources and further delegates authority to manage C3 personnel resources as provided in Table 3.1. For the purposes of this publication, HQ AFRC C3 personnel resources are limited to positions whose primary purpose is C3. They include HQ AFRC Command Center personnel (managed by AFRC/A3), FGC Battle Watch (BW) personnel (managed by the FGC/CC) and MAJCOM Coordination Control Cell (MCCC) personnel (managed by the AFRC/A6).

3.2.2. AFRC Director of Manpower, Personnel and Services (A1). Provide personnel accountability and activate the Personnel Readiness Cell IAW procedures outlined in AFRCI 10-208, Crisis Response Process.

3.2.3. AFRC Director of Air, Space and Information Operations (A3). Provide oversight of C3 for the Command and:

3.2.3.1. Ensure NAFs, wings and groups understand and have resources for C3 activities.

3.2.3.2. Institute reviews and changes to C3 processes when required.

3.2.3.3. Provide policy/guidance updates and interpretations for AFRC units as needed.

3.2.3.4. Exercise HQ AFRC C3 procedures through both HQ AFRC internal and local exercises (HQ AFRC participation in exercises at Robins AFB) IAW AFRCI 10-208.

3.2.4. Force Generation Center Commander (FGC/CC). Execute the AFRC Deliberate and Crisis Force Generation processes. The FGC/CC is delegated tasking authority over AFR forces to meet force generation requirements.

3.2.4.1. Provide oversight and visibility over AFR forces as provided in AFRC Mission Directive 1158. Provide C2 for the following AFRC missions during the Force Generation and OT&E processes:

3.2.4.1.1. Aviation Forces: Missions that execute away from home base and missions that execute at home base to support an external (non-AFR) organization.

3.2.4.1.2. Agile Combat Support Forces: Missions that execute away from home base and missions that execute at home base to support an external (non-AFR) organization.

3.2.4.1.3. Distributed Operations Forces: Missions that execute away from home base and missions that execute at home base (employ-in-place) to support an external (non-AFR) organization.

3.2.4.1.4. IMA/PIRR: Provide visibility when activated and deployed away from assigned organization. Provide visibility when activated at home station and supporting an organization different from the assigned organization.

3.2.4.2. Manage the AFRC Volunteer Reserve System.

3.2.4.3. Manage the AFRC Crisis Response Process as detailed in AFRCI 10-208. This includes managing CAT facilities (to include alternates) and the training of CAT and Emergency Operations Center (EOC) personnel.

3.2.5. The remaining HQ AFRC staff roles are provided in Table 3.1. Table 3.1 uses an ARCIS methodology. ARCIS definitions are:

3.2.5.1. Accountable (A): ensures work meets standards (i.e. approver/process owner).

3.2.5.2. Responsible (R): the organization doing the work.

3.2.5.3. Consulted (C): organizations asked or coordinated with for their input (2-way communication).

3.2.5.4. Informed (I): organizations that must be told about the work (1-way communication).

3.2.5.5. Supporting (S): organizations who must support the work (2-way communication).

Table 3.1. HQ AFRC C3 Responsibilities.

C3 PROCESSES		Develop & Write C3 Guidance	Execute C3 - Command Process	Execute C3 - Deliberate Process	Execute C3 - Crisis Process	Manage C3 Resources - People	Manage C3 Resources - Facilities	Manage C3 Resources - Networks / IT	Manage C3 Resources - Equipment	Exercise C3 System (procedures & metrics)
Role	Accountable	A3	A3	FGC	FGC	A3, A6, FGC	A7	A6	DS	A3
	Responsible	A3	A3	FGC	FGC	A3, A6, FGC	A3, A6, FGC	A3, A6, FGC	A3, A6, FGC	A3
	Consult	A Staff	FGC	A Staff	A Staff	A1	A Staff	A Staff	A Staff	A6, DS
	Consult	Spc Staff		Spc Staff	Spc Staff	DS	Spc Staff	Spc Staff	Spc Staff	FGC
	Consult	FGC								
	Inform									
	Support		A Staff			A Staff				A Staff
	Support		Spc Staff			Spc Staff				Spc Staff

3.3. AFRC NAFs. AFRC NAF/CCs are responsible to "Command, Ready and Advocate" for assigned forces, as described in AFRC Mission Directive 1118.

3.4. ARPC. Exercise ADCON over IMAs, IRR, SR, RREG and RR personnel.

3.4.1. Readiness and Integration Organization (RIO). The RIO is a subordinate organization to the ARPC/CC. The RIO is responsible for presenting a trained and ready IMA/PIRR force for contingency, exercise, and steady state requirements. The RIO manages IMA/PIRR participation and mobilization readiness, facilitates RegAF concurrence to utilize assigned IMA/PIRRs, elevates volunteerism for FGC sourcing, and maintains accountability from force generation through reconstitution (additional RIO responsibilities are described in AFI 36-2629).

3.5. AFR Wings and Independent Groups. Comply with readiness reporting requirements outlined in AFI 10-201, Status of Resources and Training System; AFI 10-244, Reporting Status of Aerospace Expeditionary Forces; AFI 10-252, Defense Readiness Reporting System; and applicable AFRC supplements.

Chapter 4

COMMAND RELATIONSHIPS

4.1. Overview. This section describes relationships between the various stakeholders in the AFRC C3 processes.

4.2. HQ AFRC. IAW the Air Force Policy Memorandum to AFPD 10-4, 18 Oct 12, the Secretary of the Air Force has Training & Readiness Oversight (TRO) of Air Force Reserve Component forces formerly assigned to United States Joint Forces Command (USJFCOM) and currently not assigned to other combatant commands. AFRC/CC is delegated TRO of Air Force Reserve units previously assigned to USJFCOM and not currently assigned to a Combatant Commander. HQ AFRC relationships with other organizations are:

4.2.1. AF/RE. HQ AFRC staff coordinates policy/guidance, programmatic and resource issues with AF/RE as required when a component position is required. HQ AFRC staff also provides support to AF/RE to achieve AF/RE responsibilities as stated in HAF Mission Directive 10-42.

4.2.1.1. AF/REX serves as the AFR single point of contact on the Air Staff for AEF operational issues and war planning to include mobilization, demobilization and HAF CAT issues. AF/REX is also responsible for establishing both HAF CAT support (from within the AF/RE staff) and the AF/RE Continuity of Operations Plan.

4.2.1.2. Certain C3 issues require a unified, coordinated Reserve Component response. When these situations arise, AF/RE Operating Instruction 33-1 provides coordination guidance.

4.2.2. Other MAJCOMs. For C3 processes, HQ AFRC coordinates policy/guidance issues with other MAJCOMs and the Air National Guard. HQ AFRC FAMs coordinate policy/guidance unique to their functional area with their counterparts at other MAJCOMs. Guidance documents with other MAJCOMs include Command-to-Command agreements.

4.2.2.1. Total Force Integration. Guidance for AFRC associate units, to include ADCON and Operational Direction are provided in AF instructions, Total Force Integration Initiative Review Worksheets and Association Plans.

4.2.2.2. HQ AFRC Support Agreements. These agreements often support C3 processes. The HQ AFRC OPR is AFRC/A4OP. AFRC Support Agreements are maintained on A4OP's Community of Practice website.

4.2.3. Combatant Commands and US Government Agencies. For C3 processes, HQ AFRC staff coordinates policy/guidance issues with UCCs and US Government Agencies. HQ AFRC FAMs coordinate policy/guidance unique to their functional area with their component MAJCOM, component NAF and US Government Agency counterparts. Usually, FAM interaction will be with counterparts at the Air Force component to the UCC and not with the joint staff of the UCC.

4.3. AFRC NAFs. AFRC NAFs exercise ADCON over assigned forces. AFRC NAF relationships with other organizations are:

4.3.1. HQ AFRC Staff. AFRC NAFs conduct intra-command coordination with HQ AFRC staff on OT&E issues. AFRC employs a SKECH staff structure with specific NAF process requirements on the Command's EIM SharePoint webpage. Additionally, NAF/CCs are members of the HQ AFRC CAT IAW AFRCI 10-208.

4.3.2. FGC. AFRC NAFs conduct intra-command coordination with the FGC on force generation issues. The FGC conducts updates with selected NAF staff to ensure NAF/CCs are able to advocate for their units in the Force Generation processes.

4.3.3. Lead MAJCOMs (LMAJCOM). For C3 processes, AFRC NAFs are provided direct liaison authorized (DIRLAUTH) with other LMAJCOMs for command and readiness related issues.

4.3.4. AFRC NAF to other AFRC NAF. AFRC NAFs conduct intra-command coordination with each other on readiness issues.

4.3.5. AFRC NAF to co-located AFRC wings. AFRC NAFs are task organized and do not have a traditional full staff. NAFs receive support from co-located wings in the areas where they do not have staff expertise, and should develop a Memorandum of Agreement (MOA) regarding this support with the respective wing.

4.4. AFRC Wings (and Independent Groups). For the purposes of this AFRCI, the term "AFRC Wings" includes AFRC Independent Groups. AFRC Wings are ADCON to an AFRC NAF. AFRC wing relationships with other organizations are:

4.4.1. HQ AFRC Staff. AFRC wings conduct intra-command coordination with the HQ AFRC staff on OT&E issues as provided in EIM SKECH guidance.

4.4.2. FGC. AFRC wings conduct intra-command coordination with the FGC on Force Generation issues as provided in EIM SKECH guidance.

4.4.3. LMAJCOMs. AFRC wings conduct coordination with their LMAJCOMs on readiness issues as required. AFRC associate wings are provided DIRLAUTH to coordinate with their respective LMAJCOM IGs regarding inspection related issues. Wings will ensure their respective NAF, AFRC/IG and/or Gatekeeper are included when scheduling readiness events and coordinating significant readiness issues.

4.4.4. Reserve Associate Units. AFRC wings coordinate with their associated RegAF and Air National Guard units as provided for in the associate structure.

4.5. ARPC. In addition to ARPC's traditional operations, during FY14, management of IRs (IMAs and PIRRs) was transferred to ARPC. As a result of this transfer, the ARPC/CC exercises ADCON over these reservists. The ARPC/CC uses the RIO for management of IRs. DIRLAUTH authorities granted to ARPC, also apply to the RIO as directed by the ARPC/CC. ARPC relationships with other organizations are:

4.5.1. HQ AFRC Staff. ARPC conducts intra-command coordination with the HQ AFRC staff on OT&E issues as well as readiness and Force Generation issues.

4.5.2. FGC. ARPC conducts intra-command coordination with the FGC during activation of the IRR, SR, RREG, and RR. ARPC, through the RIO, will inform the FGC when IMAs and PIRRs are activated, which allows the FGC to maintain visibility of these reservists as required in section 3.2.1.1.4.

4.5.3. Other MAJCOMs, HAF Staff, DOD organizations and US Government Agencies. ARPC is provided DIRLAUTH with organizations where IRs are assigned. ARPC is also provided DIRLAUTH with non-AFRC entities to coordinate resources as required to support ADCON and C3 requirements.

4.6. FGC. The FGC is a Primary Supporting Unit to HQ AFRC and reports directly to the AFRC/CC. FGC relationships with other organizations are:

4.6.1. HQ AFRC Staff. The FGC conducts intra-command coordination with the HQ AFRC staff on OT&E and Force Generation issues.

4.6.2. AFR Forces. The FGC exercises tasking authority over AFR forces. The FGC is granted DIRLAUTH with AFRC units, AFRC NAFs and the ARPC to coordinate tasks supporting the Deliberate and Crisis Force Generation processes. As part of this authority, the FGC informs appropriate intermediate commanders and/or staffs (NAFs and ARPC) of actions with their subordinate units or personnel. AFRC NAF staffs will be kept apprised of pending actions affecting their units via update meetings with the FGC.

4.6.3. The FGC is granted DIRLAUTH with non-AFRC organizations/entities that are authorized users of Reserve forces or organizations that integrate/operate with Reserve forces. This authority carries with it the requirement to keep the AFRC/CC informed. Non-AFRC organizations with assigned IMAs must be consulted with to determine the potential to use the respective IMAs on a non-interference basis for deployment tasking IAW AFI10-402. The RIO will be included in all correspondence regarding force deployment and accountability actions for IMAs and PIRRs.

4.6.4. Immediate general officer approval designation. Due to the nature of time critical issues that flow into the FGC, a general officer is often needed to approve force management issues in near-real-time. This will normally be the FGC/CC as provided in the AFRC Supplement to AFI10-401.

4.7. Administrative Control (ADCON) Considerations. AFRC/CC has ADCON of all AFR forces. Certain AFR forces are separately assigned to UCCs in the SECDEF's "Forces for" memorandum.   This assignment does not confer ADCON to the Combatant Commander (CCDR). Other AFR forces are un-assigned forces in the "Forces For" memorandum. If needed, these un-assigned forces could be attached or assigned to a UCC in response to a Request for Forces (RFF) or Request For Capability (RFC).

4.8. Policy/Guidance relationship with HQ AFRC and HQ Air Force. Table 4.1 provides a summary of the responsibilities for policy/guidance development and execution.

Table 4.1. Policy/Guidance Relationships.

	FGC	HQ AFRC	HQ AF
AEF Management	(E) FGF	(D) A5XW	(D) AF/A5XW & AFPC/DPW
Mobilization	(E) FGF	(D) A5XW	(D) AF/A5XW
Exercises*	(E) FGX	(D) A3X	(D) AF/A3
Campaign Plans (BP & TSCP)	(E) FGX	(D) A5XW	(D) AF/A5XW
Mission Planning	(E) FGO	(D) A3O	(D) AF/A3
CMAS Management	(E) FGS	(D) A5XW	(D) AF/A1MR
Airlift Sourcing	(E) FGO	(D) A3O	(D) AF/A5XW
Force Visibility	(E) FGS	(D) A1R	(D) AF/A1PR
*Exercises refer to the use of AFRC assets supporting a UCC or other MAJCOM event.			
D = Policy/Guidance Development E = Process Execution			

4.9. AFRC Command Center and FGC Battle Watch (BW). The AFRC Command Center works hand-in-hand with the BW.   The Command Center and the BW will have an established MOA to delineate their various supporting efforts.

4.9.1. The AFRC Command Center's core competencies include: mission monitoring, emergency actions, emergency management and operational reporting.

4.9.2. The BW serves as the 24/7 POC for the FGC. BW core competencies include: mission management (including mission changes and approval), visibility of missions/deployments in execution, maintenance recovery coordination, priority mission/deployment monitoring, and crisis response process management.

4.10. AFRC Crisis Action Team (CAT). The HQ AFRC CAT is described in AFRCI 10-208. This team consists of the HQ AFRC Directors, Special Staff Chiefs, NAF/CCs, ARPC/CC and FGC/CC. The matrixed team of subject matter experts that support the CAT are included in the EOC.

Chapter 5

C3 PROCESS DESCRIPTION

5.1. C3 Processes. AFRC C3 processes are grouped based on AFRC OV-1 (**Figure 2.1** and **2.2**).   This section describes the C3 processes under the Command, the Force Generation and Functional process groups. **NOTE:** In practice, various C3 actions take place in each group simultaneously and certain C3 actions in one group have impacts in others. A given action may affect each group simultaneously or become the catalyst for action in another.   In practice, the three process groups often overlap and a given office may have a role in each. AFRC OV-1 provides a model for conceptualization, as well as to address issues with given processes.

5.2. "Command" Process Group C3. This process group represents the AFRC Chain of Command and direct report units to the AFRC/CC as depicted in **Figure 5.1**. The AFRC Chain of Command provides the infrastructure against which the Functional and Force Generation processes are executed.   In general, "Command" group processes include:

5.2.1. Administrative processes

5.2.2. Legal, disciplinary and morale processes

5.2.3. Professional development processes (promotion, senior leader selection, and education)

5.2.4. Professional recognition processes (awards and decorations)

Figure 5.1. Direct Report Units to the AFRC/CC.
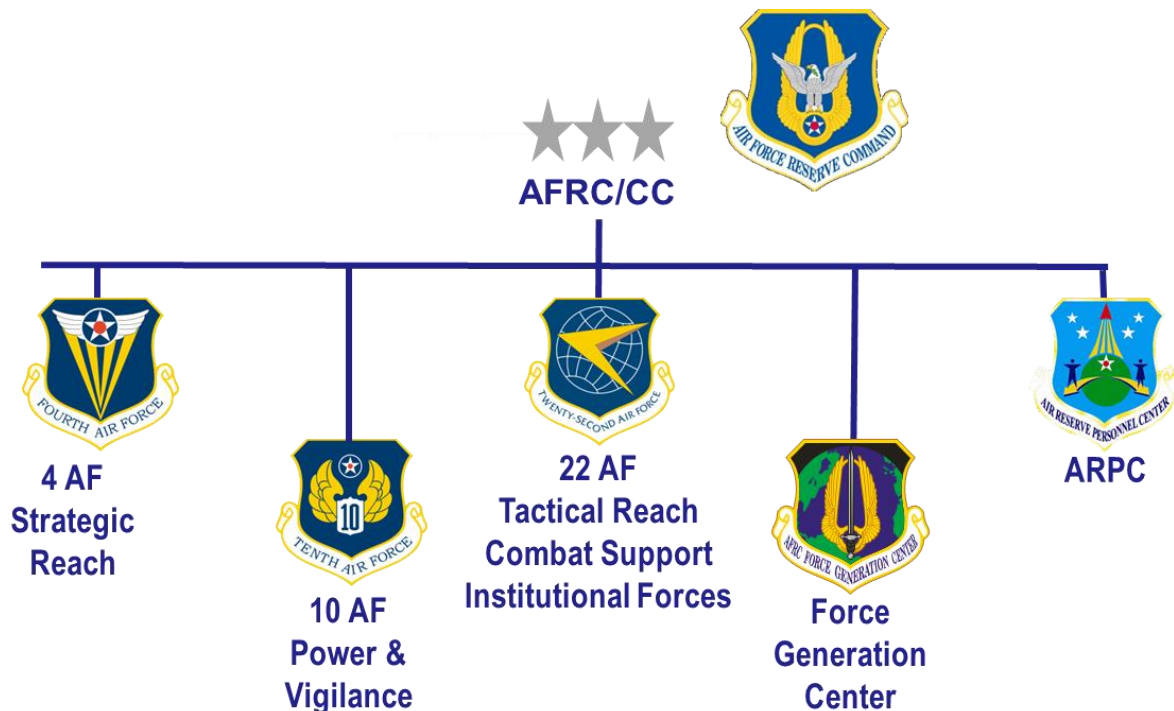
5.3. "Force Generation" Process Group C3. This group includes the Deliberate Force Generation Process and the Crisis Force Generation Process groups. For both groups, requests for activation of AFR forces are done through the FGC. The FGC is the single agency responsible for generating AFR forces and its span of control extends from IRs to entire units.

    5.3.1. Deliberate Force Generation Process. The AFRC Deliberate Force Generation Process is the group of processes AFRC uses to meet its responsibilities to provide Reserve forces under the various activation authorities, for training, and for exercises. AFI 10-401 provides guidance for Operations Planning and Execution, with specific AFRC actions and sub-processes detailed in the AFRC Supplement to AFI 10-401.

        5.3.1.1. The FGC provides C2 of units and individuals throughout the Force Generation Process. **Fig 5.2** provides an overview of the handoff points between the FGC divisions.

Figure 5.2. Deliberate Force Generation Process – FGC C2.

    5.3.2. Crisis Force Generation Process. AFRC institutes a Crisis Force Generation Process when the timelines or authorization levels in the Deliberate Force Generation Process are inadequate to meet the demands of a developing crisis scenario. AFRCI 10-208 details the AFRC Crisis Response Process. The FGC provides C2 of units and individuals throughout the Crisis Force Generation Process. AFI 10-401 and AFI 10-402 provide guidance on emerging crisis and contingency actions.

5.4. "Functional" Process Group C3. C2 of Reserve forces in this process group involves maintaining visibility and control primarily during Off Station Training activities. C2 for these flying operations is defined in AFRCI 11-201, Flight Training.

Chapter 6

COMMUNICATIONS/INFORMATION SYSTEMS SUPPORT

6.1. Requirements. This section describes Communications and Information Systems that support C3 processes. The systems listed in **Table 6.1** are requirements for AFRC C3. AFI 10-403, provides descriptions of the Air Force and Joint level systems. AFI 10-208 and AFRCI 10-208 provide additional requirements for CAT communications.

6.1.1. Integrated Presence. NAF/CCs and the ARPC/CC participate as members of the HQ AFRC CAT. As such, they require secure connectivity to the HQ AFRC CAT. This connectivity can be via secure VTC, secure phone or secure DCO.

Table 6.1. C3 Systems Requirements.

System	Mandatory	Functional Operator
Advanced Computer Flight Plan	Yes	A3
Air Reserve Component Network	Yes	A6
Air Force Reserve Orders Writing System	Yes	FM
AEF Reporting Tool	Yes	A3
Command Manday Allocation System (CMAS)	Yes	FGS
Command Reserve Information System	Yes	FM
Consolidated Planning Schedule	Yes	A3X
Deliberate and Crisis Action Planning and Execution Segments (DCAPES)	Yes	A5XW
Defense Readiness Reporting System (DRRS)	Yes	A3
Global Air Transportation Execution System	Yes	A4
Global Decision Support System	Yes	A3
Global C2 System (GCCS) & GCCS-AF	Yes	A6
Joint Operational Planning & Execution System (JOPES)	Yes	A5XW
Joint Training Information Management System	Yes	FGX
Joint Worldwide Intelligence Communications System (JWICS)	Yes	A2
Military Personnel Data System (MILPDS)	Yes	A1
Medical Readiness Decision Support System-Unit Level Tracking and Reporting Application (MRDSS-ULTRA)	Yes	SG
Patriot Excalibur Scheduling System (PEX)	Yes	A3
Secure Internet Protocol Network (SIPRNET)	Yes	A6
Single Mobility System (SMS)	Yes	FGO
Status of Resources and Training System	Yes	A3
Theater Security Cooperation Management Information System (TSCMIS)	Yes	FGX
Unit Level/Unit Command and Control (UL/UC2)	Yes	A3
Volunteer Reserve System	Yes	A6

6.2. SharePoint. The AFRC EIM-SharePoint support site serves as the primary source of information and central entry point for requesting assistance. This site includes training resources and detailed procedures. The primary audience for AFRC EIM-SharePoint includes all

AFRC personnel with Common Access Card (CAC) access and any AF personnel on the Air Force Network. EIM-SharePoint should be the primary means for unit, organizational, team, interpersonal collaboration and information sharing. See Attachment 4 for SharePoint procedures.

6.3. AFRC Video Teleconferencing (VTC). VTC technology permits users at two or more locations to interact by creating a face-to-face meeting environment.

6.3.1. VTC Scheduling. AFRC VTC scheduling is completed through the AF Portal on the internal AFRC website. If the internal AFRC website is unavailable, users may reserve conference rooms and VTC support by e-mailing the AFRC/A6 VTC office at **afrc.scvtc@us.af.mil** or call DSN 497-1791.

6.3.2. VTC Usage. VTC usage is encouraged at every level and for every event that does not absolutely require in person presence and subsequent incurred costs to the government for travel.

6.4. Microsoft® Office Lync. Lync is a web conferencing service that specializes in allowing workers to communicate and collaborate. It has the ability to show or share documents and/or applications. From small collaborative meetings to large events, Lync is a viable solution for conducting online meetings from your desktop. For equipment issue and detailed instructions on setup and use contact AFRC/A6OC, DSN 497-1807.

6.5. AFRC Portal. The AFRC Portal support organizational email (**AFRC.portal@us.af.mil**) serves as the central entry point for requesting assistance for Wing/Base Portal Managers. The primary audience for AFRC Portal includes AF personnel with CAC access. The Portal should only include static information (changes less than 4 times a year), with links to the organization's EIM-SharePoint sites. Portal content must be IAW AFI 33-129, Web Management and Internet Use. Training for Portal Content Managers can be accessed via the AF Portal.

6.6. Defense Connect Online (DCO). DCO is the designated enterprise tool for world-wide synchronous and asynchronous collaboration for both the Non-secure Internet Protocol Router Network (NIPRNet) and the Secret Internet Protocol Routing Network (SIPRNet). The primary audience for DCO includes AF and DOD personnel as well as outside individuals. DCO provides DOD with instant messaging, Group instant messaging, audio/video chat, slide/desktop sharing, and meeting recordings. **https://www.dco.DOD.mil**/

6.7. Joint Worldwide Intelligence Communications System (JWICS) VTC. The JWICS VTC is a Command VTC resource for classified VTCs. To access the JWICS VTC for TS/SCI level use, contact AFRC/A2S at DSN 497-0316. The Command JWICS VTC is located in the AFRC/A2 SCIF.

6.8. Electronic Records Management (ERM).

6.8.1. ERM is managed IAW AFI 33-322, Records Manager Program, AFI 33-364, Records Disposition, AFMAN 33-363, Management of Records, AFI 33-321, Authentications of AF Records, and the AF ERM Solution Guide.

6.8.2. Local Communication Focal Points (CFP), Base Records Managers, and Functional Area Records Managers (FARMs) serve as the primary source of information and central entry point for requesting assistance with ERM.

6.8.3. The primary audience for AFRC ERM includes all AFRC personnel. Permissions for ERM are driven by organizational alignment and managed by local CFPs and FARMs.

6.8.4. Preserving Official Records. AFI 33-322, Records Management Program, defines official records as final documents, in any format (including e-mail), that are preserved because they document a formal decision, document an AF mission activity, have future reference value to the recipient or holder while conducting official business, or have historical value. ERM is the only location for official records. All AFRC personnel that create and utilize official records are responsible for preserving them. **NOTE:** Organizational shared drives, e-mail, Task Management Tool (TMT), DCO, and SharePoint are not approved for records storage. They are designed to provide users interfaces for information collaboration and workflow. These capabilities are not designed to provide storage media for historical documents or long term storage of reference documents. Users must adhere to the AF's mandated records management solutions within AFRIMS.

6.9. Personally Identifiable Information (PII).

6.9.1. It is the responsibility of all personnel to protect PII. All content containing PII must have the appropriate permissions applied to ensure only authorized individuals with appropriate need-to-know have access. This includes encrypting emails containing PII.

6.9.2. The Privacy Act of 1974, 5 U.S.C. § 552a, establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of PII maintained in records systems by federal agencies. The Privacy Act prohibits the disclosure of information without the written consent of the subject individual, unless the disclosure is pursuant to one of 12 statutory exceptions available at: **http://www.usdoj.gov/opcl/privacyact1974.htm**

6.9.3. AFI 33-332, Privacy Act Program, implements the Privacy Act of 1974 and provides guidance for the handling of such information both in hard copy and electronic formats.

6.9.4. Privacy Act incidents will be reported and investigated IAW AFI 33-332. Reporting procedures for PII breaches is available at: **https://afrc.eim.us.af.mil/sites/a6/A6O/A6OK/FOIA/PA%20%20PII/Forms/AllItems.aspx**

Chapter 7

C3 TRAINING

7.1. General. This section describes training for personnel supporting the C3 processes. C3 training includes initial, recurring, and self-study. Training requirements are found in the following publications: AFI 10-401; AFRCI 10-401; AFI 10-207; and AFRCI 10-208.

7.2. Course/Event Description. The following courses are available for C3 training:

7.2.1. Joint Capabilities Requirements Management (JCRM) Course. This unit-funded course provides joint force personnel with a basic understanding of the functionality and navigation of the JCRM application and its modules. This course is available through resident training at the Joint Deployment Training Center at Ft Eustis or through Mobile Training Teams (MTT). This course is recommended for HQ AFRC and FGC personnel who use JCRM to review/monitor UCC requirements. Prerequisites: SECRET clearance and completion of GF1101, Global Force Management Overview. Course Duration is 1-3 Days. POC: Joint Deployment Training Center.

7.2.2. Contingency Warfare Planning Course (CWPC). CWPC is a formal training course that provides a macro view of the contingency and crisis action planning processes, from both the Joint and USAF perspectives. This course is open to Airmen in the grades E-5 through O-5 and civilians. It is recommended for personnel involved with wartime planning processes. Course Duration is 2 weeks and requires a SECRET clearance. AFRC quota manager is AFRC/A5XW.

7.2.3. DCAPES MAJCOM Functional Area Manager Course. This is mandatory formal training for all MAJCOM FAMs. This formal course is conducted via MTT at HQ AFRC twice per fiscal year. The course is made available to non-FAMs on a case-by-case basis. AFRC quotas are managed by HQ AFRC/A5XW. Students are not required to have a DCAPES account, but must have a SECRET clearance and access to SIPRNet. Course Duration is 3 days.

7.2.4. Functional Area Manager (FAM) Course. This course provides baseline knowledge for FAMs at all levels to execute duties as defined in AFI 10-401 and is available via web-based training. The course covers: FAM Overview, Unit Type Codes (UTCs), Posturing and Alignment, Reporting and Analysis Procedures, Adaptive Planning, Time-Phased Force and Deployment Data, Force Management, Shortfalls, Reclaims, Tasking Notification, and reserve Activation. This course is required for all FAMs within 90 days of appointment and is recommended for anyone involved with wartime planning and execution processes.

JAMES F. JACKSON, Lt General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 10-201, Status of Resources and Training Systems, 19 Apr 2013

AFI 10-207, Command Posts, 11 Jun 2014

AFI 10-208, Air Force Continuity of Operations Program, 15 Dec 2011

AFI 10-244, Reporting Status of Aerospace Expeditionary Forces, 15 Jun 2012

AFI 10-252, Defense Readiness Reporting Systems, 9 Aug 2012

AFI 10-301, Responsibilities of Air Reserve Component Forces, 16 Aug 2006

AFI 10-401, Air Force Operations Planning and Execution, 7 December 2006 (Incorporating through Change 4, 13 Mar 2012)

AFI 10-402, Mobilization Planning, 1 May 2012

AFI 10-403, Deployment Planning and Execution, 20 Sep 2012 (Incorporating through Change 1, 29 April 2013)

AFI 33-129, Web Management and Internet Use, 3 Feb 2005

AFI 33-321, Authentication of Air Force Records, 3 August 2011

AFI 33-322, Records Manager Program, 4 Jun 2012

AFI 33-332, The Air Force Privacy and Civil Liberties Program, 5 Jun 2013

AFI 33-364, Records Disposition – Procedures and Responsibilities, 22 December 2006

AFI 36-2629, Individual Reservist (IR) Management, 13 Aug 2012

AFI 38-101, Air Force Organization, 16 Mar 2011, including AFGM2.1, 15 Apr 2014

AFMD11, Air Force Reserve Command, 30 December 2005

AFMAN 33-363, Management of Records, 1 May 2008

AFPD 10-2, Readiness, 6 Nov 2012

AFPD 10-3, Air Reserve Component Forces, 17 May 2006

AFPD 10-4, Operations Planning: Air & Space Expeditionary Force (AEF), 18 Jul 2013

AFPD 33-3, Information Management, 8 Sep 2011

AFRC Supplement to AFI10-401, 19 June 2012

AFRCI 10-204, Crisis Action Team (CAT)/Operations Center, 21 March 2007

AFRCI 10-208, Air Force Reserve Exercise and Deployment Program, 27 June 2008

AFRCI 11-201, Flying Training, 25 Oct 2012

HAFMD 1-42, Chief of Air Force Reserve, 27 January 2014

JP 1-02, Department of Defense Dictionary of Military and Associated Terms, 8 Nov 2010, amended 15 March 2014

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms

ACC—Air Combat Command

ADCON—Administrative Control

AEF—Air and Space Expeditionary Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMD—Air Force Mission Directive

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFRC/CC—AFRC Commander

AFRCI—AFRC Instruction

AFRIMS—Air Force Records Information Management System

AFSOC—Air Force Special Operations Command

AGR—Active/Guard Reserve

AMC—Air Mobility Command

ARCIS—Accountable, Responsible, Consulted, Informed, Support

ARPC—Air Reserve Personnel Center

ARPC/CC—ARPC Commander

BW—Battle Watch

C2—Command and Control

C3—Command, Control and Communication

CAC—Common Access Card

CAT—Crisis Action Team

CC—Commander

CCDR—Combatant Commander

CED—Contingency, Exercise, Deployment

CFP—Communications Focal Point

CMAS—Command Manday Allocation System

CSS—Commander's Support Staff

CWPC—Contingency Warfare Planning Course

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DCO—Defense Connect Online

DIRLAUTH—Direct Liaison Authorized

DoD—Department of Defense

DRRS—Defense Readiness Reporting System

DS—Director of Staff

EA—Enterprise Architecture

EIM—Enterprise Information Management

EIP—Employ-In-Place

EOC—Emergency Operations Center

ERM—Electronic Records Management

FAM—AFRC Functional Area Manager

FAR—AFRC Functional Area Representative

FARM—Functional Area Records Manager

FGC—Force Generation Center

GCCS—Global Command and Control System

HAF—HQ Air Force

HQ—Headquarters

IM—Information Management

IMA—Individual Mobilization Augmentee

IR—Individual Reservist

IRR—Individual Ready Reserve

JA—Judge Advocate

JCRM—Joint Capabilities Requirements Management

JOPES—Joint Operational Planning and Execution System

JWICS—Joint Worldwide Intelligence Communications System

LM—Microsoft Live Meeting

LMAJCOM—Lead Major Command

LNO—Liaison Officer

MAJCOM—Major Command

MCCC—MAJCOM Communications Coordination Center

MILPDS—Military Personnel Data System

MOA—Memorandum of Agreement

MPA—Military Personnel Appropriation

MRDSS-ULTRA—Medical Readiness Decision Support System- Unit Level Tracking and Reporting Application

NAF—Numbered Air Force

NIPRNET—Non-secure Internet Protocol Router Network

OCR—Office of Collateral Responsibility

OFAMO—Office of FAM Office

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

OT&E—Organize, Train & Equip

OV—Operational View

PEX—Patriot Excalibur (Scheduling System)

PII—Personally Identifiable Information

PIRR—Participating Individual Ready Reserve

POC—Point of Contact

POM—Program Objective Memorandum

PRF—Promotion Recommendation Form

QDR—Quadrennial Defense Review

RegAF—Regular Air Force

RFF/RFC—Request For Forces/Request For Capability

RIO—Readiness and Integration Organization

RPA—Reserve Personnel Appropriation

RR—Retired Reserve

RREG—Retired Regular

SA—Situation Awareness

SC—Security Cooperation

SECDEF—Secretary of Defense

SELRES—Selected Reserve

SIPRNET—SECRET Internet Protocol Router Network

SKECH—Skip Echelon

SMS—Single Mobility System

SR—Standby Reserve

TMT—Tasker Management Tool

TR—Traditional Reservist

TRO—Training and Readiness Oversight

TSCMIS—Theater Security Cooperation Management Information System

UCC—Unified Combatant Command

UE—Unit-Equipped

UL/UC2—Unit Level/Unit Command and Control

ULN—Unit Line Number

URC—Unit Reserve Coordinator

USC—United States Code

USJFCOM—United States Joint Forces Command

UTC—Unit Type Code

UTA—UTC Availability

VTC—Video Tele-Conference

WMP—War and Mobilization Plan

Terms

Administrative Control (ADCON)—Direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline and other matters not included in the operational missions of the subordinate or other organizations. (JP 1-02)

Assigned Forces—Those forces and resources which have been placed under the combatant command (command authority) of a unified commander by the direction of the Secretary of Defense in his "Forces For Unified Commands" Memorandum IAW Title 10 USC, Section 162, or per Section II of the Global Force Management Implementation Guidance. Forces and resources so assigned are available for normal Peacetime operations of the command. Also, placement under the ADCON of an Air Force unit by virtue of Air Force unit creation and manning.

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (JP 1-02)

Direct Liaison Authorized (DIRLAUTH)—Authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or

outside of the granting command (JP 1-02). DIRLAUTH is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting DIRLAUTH informed. DIRLAUTH is a coordination relationship, not an authority through which command may be exercised.

Functional Area Manager (FAM)—The FAM is the individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing, analysis, and execution activities which are crucial to the management and execution of our AF readiness programs (AFI 10-401).

Functional Area Representative (FAR)—FARs are headquarters level personnel charged with the transactional processes of presenting and generating AFR forces.

Individual Reservist (IR)—For the purpose of this INSTRUCTION, members of the Air Force Reserve who are not assigned to units organized to serve as units. Individual Reservists are members of the IRR and Standby Reserve, as well as IMAs and retirees subject to recall. Responsibilities for IR members are divided between ARPC and the RIO. Most IR members are commanded by the ARPC/CC and do not regularly drill or otherwise participate. Most of the IR members who regularly participate are IMAs and PIRR members are commanded by RIO/CC. References to RIO IR members within this INSTRUCTION mean IMAs and PIRR members.

Reserve Associate Units—Total Force policy embraces the optimum integration of the Regular AF and Reserve Components. To achieve integration and unity of effort, the components work together under a Memorandum of Agreement that clearly details operational authority and unit responsibilities. The three types of Reserve associate units include:

Classic Associate—integration model where an Active Component unit retains principal responsibility for the weapon system or system, which it shares with one or more reserve component units. Regular and reserve component units retain separate organizational structures and chains of command.

Active Associate—An integration model where the Reserve Component unit retains principal responsibility for the weapon system or system, which it shares with one or more Active Component units. Regular and Reserve Component units retain separate organizational structures and chains of command.

Air Reserve Component Associate—An integration model where two or more Reserve Component units are integrated with one retaining principal responsibility for the weapon system or system, which is shared with all. Reserve Component units retain separate organizational structures and chains of command.

Reserve Deployment Officer (RDO)—The designated military or Federal civilian fully qualified Logistics Readiness Officer that acts on behalf of the Reserve Wing Commander (or equivalent) in directing, controlling, coordinating and executing the deployment of in-place (home station) and aggregated contingency forces and installation deployment exercises. Serves as the liaison between the Host Installation Deployment Officer and Reserve Wing on all reserve deployments and deployment machine requirements.

Total Force Accountability—Is the accurate accounting for all Air Force personnel at all times regardless of location. "Total Force" is comprised of Air Force active duty, Air Reserve Component, Department of the Air Force civilians, contractors supporting the Air Force mission, and other civilian personnel not employed by the Department of Defense (DOD) who support the AF mission (e.g., Red Cross, United Service Organization, and consultants) as well as the in-place force supporting contingency operations (AFI 36-3802).   Total Force accountability is accomplished with GCCS- AF systems utilizing DCAPES and PERSCO module.

Training and Readiness Oversight (TRO)—The degree of authority that CCDRs may exercise over assigned reserve component forces when not on active duty or when on active duty for training.

Attachment 2

TASK MANAGEMENT TOOL (TMT) PROCEDURES

A2.1. TMT Overview. AFRC TMT is used to assign and manage tasks throughout AFR. TMT replaces all task management systems (Outlook, separate databases, etc.). It is a consolidated tool encompassing AF/RE, ARPC, HQ AFRC Directorates, Special Staffs, Direct Reporting Units, NAFs, Wings, Groups and Squadrons. AFRC TMT provides AFR leaders, and others involved in a task, oversight and start-to-finish situational awareness. Also, it retains all previous task actions for review as needed.

A2.2. TMT Business Rules. TMT Business Rules outline the responsibilities of TMT administrators and users. The Business Rules address what can/must be tasked by one organization to another as well guidelines for task initiator instructions, suspense dates, OPR/OCR responsibilities, Privacy Act procedures, staff package documents/contents, records management and procedures for tasks requiring AFRC/CC, CV or DS coordination, review, and/or approval. TMT Business Rules are posted on the TMT webpage.

A2.3. TMT Operability. Through AFRC TMT, users can send tasks to, and receive tasks from, other TMT systems (i.e., HAF TMT, other MAJCOM TMT, etc.) wherever Enterprise Tasking Service – Interchange protocols are established. TMT is hosted on the NIPRNET.

A2.4. Tasking Other Organizations.

A2.4.1. Organizations can task peer-to-peer to include external peer-level organizations (i.e., AF/RE 3-digit to AFRC 2-digit, AFRC 3-digit to AFRC 3-digit, NAF 2-digit to NAF 2-digit, etc.). Also, an organization can task any organization one level lower within their chain of command.

A2.4.2. Organizations may not directly task a non-peer level organization. The task must first be progressively assigned (or handed-off) up, or down, to the appropriate (peer) level within the sender's chain of command. The peer-level organization will review and send the task.   Example: if AFRC/FMAO initiates a task requiring 2-digit coordination from other Directorates, the task must be assigned from FM Workflow to the other 2-digits. FMAO would first send the task to FMA review and FMA would then send the task to FM to assign to the appropriate 2-digit (Directorate) organizations.

A2.4.3. Tasks sent from external organizations to multiple peers within an AFR organization (i.e. ACC/A3 requests AFRC/A2, A3 and A5A8 coordination) shall be placed into TMT and should be answered in a coordinated manner. If not designated by the external task initiator, the peers should select an OPR to provide a coordinated response. Leadership, one level above the tasked peers, can select the task OPR if required.

A2.4.4. Email tasks from external organizations arriving in AFRC Tasker Workflow for AFRC 2-digit, or lower, requiring coordination/final approval shall be forwarded to the appropriate AFRC 2-digit Workflow for action. If AFRC 2-digit coordination is required, that 2-digit OPR shall place the task in TMT, assign the task to all appropriate peer-level AFR organizations as appropriate, and respond directly to the external organization.

A2.5. Tasks to NAFs (or subordinate units) from AF/RE, HQ AFRC or ARPC.

A2.5.1. Tasks from any AF/RE, HQ AFRC or ARPC organization to a Wing or lower level organization must first be assigned to the appropriate NAF organization unless SKECH rules allow a direct assignment.

A2.5.2. If SKECH assignment is allowed, the sender must assign an "Info Copy", via TMT "Manage Assignments", to the NAF's SKETCH Workflow. This provides NAF oversight and visibility.

A2.6. Using 'Manage Assignments' or 'COORD/Approval' Routings.

A2.6.1. Organizations sending tasks should use "Manage Assignments" when gathering review and coordination from all organizations below the Approval Authority's level. Do not use "Submit".

A2.6.2. Organizations below the initiator's level may use a COORD/Approval Routing to obtain their organization's leadership review/approval.

A2.6.3. Task initiators create a COORD/Approval routing only when the initiator deems the task completed and the staff package ready for Approval Authority review. A non-Initiator Primary OPR shall not initiate a route.

A2.7. TMT Training. TMT specific training and document templates can be found by selecting the "Training" tab under "TMT (Support)".

Attachment 3

FUNCTIONAL SKIP ECHELON PROCEDURES

A3.1. AFRC directorates and special staff maintain a standardized list of all prioritized processes specific to their functional areas and provide action steps related to Skip Echelon (SKECH).

A3.2. SKECH virtual guidance/direction accuracy: Specific direction for each HQ AFRC process is reviewed by HQ AFRC for accuracy, then coordinated through the NAFs annually and published on the SKECH SharePoint site: (**https://afrc.eim.us.af.mil/Pages/default.aspx**)

A3.3. NAFs will have SKECH Workflows for CC emails/TMT staff work.

A3.4. Each NAF will develop internal processes to monitor SKECH Workflow. CSS, A3/5, and A4/7 representatives will monitor the workflow to determine if a document/issue requires NAF/CC Approval Authority, Situational Awareness only, or should continue to flow without restriction or further attention as a part of the communication and coordination process.

Example 1: (SKECH WORK w/ NAF CC as APPROVAL AUTHORITY) When approval authority resides with the NAF. Preparatory work and coordination responsibility reside with unit and AFRC functional. Unit and AFRC will include appropriate NAF counterparts in all efforts (cradle to grave Situation Awareness (SA) provided) in addition to the applicable NAF/SKECH WORKFLOW (Subj: For NAF/CC approval). Completed   staff work is sent internally to NAF/CC for approval/disapproval from within their own   staff then returned to AFRC functional or uploaded into TMT or via email for further   processing as appropriate. Such as: Deployment Review Board, all funding, mission assessment, OT&E issues, Force structure, mission changes and all and weapon system requirements.

Example 2: (SKECH w/SA) When appropriate AFRC directorate or special staff office holds decision authority. Unit and AFRC will include appropriate NAF counterparts on all efforts (cradle to grave SA provided) in addition to the   applicable   NAF/SKECH WORKFLOW. Preparatory work and coordination   responsibility reside   with unit and AFRC functional. NAF entry into coordination/decision process is as   required and will be brought to the attention of the appropriate NAF office or   NAF/CC as determined from within their staff. Such as: AFI rewrites, certain waivers, obtaining training school slots, unit nominees for command/AF level individual and/or unit level award recognition.

Example 3: (SKIP ECHELON) When appropriate, AFRC contacts unit directly or unit contacts AFRC directly and NAF will not be informed. Specific direction for each HQ process is available on the SKECH SharePoint site. Such as: HQ AFRC and/or Units using SKECH for all OT&E and deployment sourcing and preparation (Deployment for Training, Manning support requests, pre-deployment posturing when unit is in AEF window/sourcing qualified volunteers).

Figure A3.1. EIM SharePoint Page.

NOTE: These standardized tables are considered virtual guidance residing on SharePoint with content managed within the directorate / entity and coordinated with the NAF.

Attachment 4

ELECTRONIC INFORMATION MANAGEMENT (EIM) & SHAREPOINT MANAGEMENT

A4.1. Overview. The Air Force defines EIM as an electronic workplace where authorized personnel have access to a vast majority of the information they need to do their jobs.

A4.2. Information elements are accessed from the single authoritative source for that information and no element of information is to exist in more than one place within EIM. EIM is the outcome of the Air Force shared file consolidation effort and the need to better track electronic records. The EIM solution contains workflow, records management, knowledge management, and forms management.

A4.3. Acceptable Use. All personnel with access to the AFRC SharePoint environment are responsible for managing the content and security of the SharePoint tool and related Information Technology (IT) property. Personnel are equally responsible for reporting any suspected or confirmed violations of AFRC policies for acceptable use.

A4.3.1. The use of SharePoint and related IT platforms are at minimum "For Official Use Only". These electronic communications tools may be monitored to fulfill complaint or investigation requirements. All SharePoint software programs, applications, source code, object code, documentation and data shall be guarded and protected as property of the USAF.

A4.3.2. To maintain a state of continuity across the organization, all AFRC official collaborative efforts will be conducted on a team site environment. Draft and working documents, announcements and other related data will be accessible from the team site.

A4.3.3. Personal MySites are solely reserved for personal document drafts, management of alerts, calendar items and tasks only. Workspaces created under a MySite are prohibited.

A4.4. SharePoint Incidental Use. Incidental use of SharePoint for other than official business is permitted with the following restrictions and guidelines: incidental SharePoint use must not interfere with normal performance of an employee's work duties.

A4.4.1. Storage of personal e-mail messages, voice messages, files and documents within the AFRC SharePoint and related IT property must be nominal and contained solely within each users MySite. Workspaces and other related sub-sites created under an individual's MySite will be For Official Use Only.

A4.5. Classification. The AFRC NIPRNET SharePoint environment is only authorized to handle UNCLASSIFIED information and below. The AFRC SIPRNET SharePoint environment is only authorized to handle up to classification level SECRET.

A4.6. Roles and Responsibilities. AFRC will use SharePoint roles in order to maintain a unified approach to managing SharePoint and empower teams and users to accomplish their mission tasks.

A4.6.1. HQ AFRC/A6OK, Knowledge Operations Branch oversees policy and support processes for the Command as the AFRC site collection administrator.

A4.6.2. Wing Commanders, Independent Groups and HQ AFRC staff: Appoint a Site Collection Administrator in writing to HQ AFRC/A6OK. This should be a 3D0 Knowledge Operations Manager for this position due to career field core requirements.

A4.6.3. Site Collection Administrators:

A4.6.3.1. Serve as the primary point of contact for sites/pages at wings and directorates.

A4.6.3.2. Approve new site requests within the site collections, create new sites, randomly audit pages within the site collection for content violations/permissions management, provide Tier 1 help for content managers, and act as primary liaison with HQ AFRC/A6 for Tier 2 and Tier 3 trouble calls.

A4.6.4. Content Managers: Assigned below Wings and Directorates.

A4.6.4.1. Serve as the primary point of contact for sites/pages for all users at the group, squadron, or flight level depending on place of assignment.

A4.6.4.2. Forward unsolved help calls to the site collection administrator when necessary and collaborate with the site collection administrator on factors concerning sites/pages.

A4.6.4.3. Request new team sites via the parent Site Collection Administrator.

A4.6.4.4. Site Permission Level Management: The AFRC SharePoint environment utilizes the permission sets below as a base line for all sites, sub-sites and workspaces. It is not recommended that site owners adjust these, but rather create new permission sets or groups with the appropriate adjustments for their teams.

A4.6.4.4.1. Reader: Can view items, versions, create alerts, and view pages

A4.6.4.4.2. Content Manager: Has all List and Personal Rights and can add/customize pages.

A4.6.4.4.3. Site Collection Administrator/Owner: Has full administrative control of the SharePoint site.

A4.6.4.4.4. Member: has the ability to view, add, and modify content and documents to existing lists and libraries.

A4.6.4.4.5. Quick Deploy Users: Can view specific lists, document libraries, list items, folders, or documents when given permissions.

A4.6.4.4.6. Restricted Readers: Can view pages and documents, but cannot view historical versions or review user rights information.

A4.6.4.4.7. Visitors: Can view only.

A4.6.5. Users: Reside at each level of AFRC and are responsible for the content posted on each site/page.

A4.6.5.1. Users ensure information is relevant, necessary for business processes, follows standards, and that information doesn't contain PII or Privacy Act information without proper permissions assigned to library, folders, or files.

A4.6.5.2. Users report content violations and forward help requests to the content manager.

Attachment 5

NETWORK-ATTACHED STORAGE

A5.1. Overview. Network storage is a valuable and finite resource critical to daily operations. Effectively managing this storage is critical to providing a reliable and available network. This section directs acceptable shared network storage practices, prepares our bases for future technologies, reduces the total cost of ownership across the command, and ensures inappropriate files are not stored. Deviation requests must be documented in a Service Level Agreement between the requesting organization and HQ AFRC/A6.

A5.2. This section establishes standards for AFRC Nonsecure and NIPRNET/SIPRNET. It covers permissible files on network-attached storage devices. It applies to all AFRC bases and agencies on AFRC bases. It does not apply to AFRC units hosted on non-AFRC bases; those units conform with the host base MAJCOM's policy. Ensure that all records created as a result of processes prescribed in this document are maintained in accordance with current Air Force guidance and disposed of in accordance with the Air Force Records Disposition Schedule. This governance supersedes all previous AFRC storage policy, is applicable to the NIPRNET/SIPRNET and compliance is mandatory.

A5.3. Enforcement Tools. The base communications support organization and Records Managers will utilize available tools, as approved by the Designated Approval Authority, to automate the enforcement of this governance to the maximum extent possible. On SIPRNET at AFRC bases or tenants, the Operations Group Commander (or equivalent) is responsible for the enforcement of the data and system content required by the operational and intelligence communities. At HQ AFRC, the A3 director is responsible for this function.

A5.3.1. Creating network shares on a personal computer or standing up an organizational file server is not authorized.

A5.3.2. All share areas should be organized, using organizational structure and be kept in an orderly fashion.

A5.3.3. File Storage. The only files authorized on shared network storage are those of an official nature. The following file types are not allowed on network-attached storage devices: .pst, .bmp, .mp3, .avi, .mpg, .mpeg, .jpg, .gif, .png, .rm, .mp4, .mp*, .wmv, .wma, .jpeg, .rmv, .asm, .svf, .tmp, .aac, .wav, .exe, .flv. File types required for official records may be included on a case by case basis. Other areas may have permission to use the excluded file types as necessary but this practice is not encouraged. These restrictions do not apply to the SIPRNET at AFRC bases or tenants for mission-essential data types. No file share area shall be accessible to anyone without an approved need to know.

A5.4. Individual File Type Definitions and Acceptable Use.

A5.4.1. Personal Mail Folders (*.pst).

A5.4.1.1. Personal mail files are not authorized on a share drive. End users are responsible for backing up personal files stored on local and portable computers by compact disc or other detachable media that is excluded from storage on shared drives.

A5.4.1.2. Exceptions: Organizational accounts. It is understood that for the purpose of sharing an organizational ".pst" file among multiple users, a shared drive must be used.

Authorized ".pst" files will conform to a standardized naming convention, will be stored on the "Office Drive," and must reside in a folder called "_PST_FILES" in the root folder for the given organization. This is the only authorized location to share these files.

A5.4.2. Non-record Multimedia Files (video, audio and graphic files).

A5.4.2.1. Non-record Multimedia Files (video, audio and graphic files) are not authorized on a share drive.

A5.4.2.2. Exceptions: Files needed for the accomplishment of a mission will be allowed. Certain file types that need to be included will be stored on the "Office Drive," and must reside in a folder called "_MEDIA_FILES" in the root folder for the given organization. This is the only authorized location to share these files.

A5.4.2.3. Libraries. Publications and forms available on official publication web sites will be downloaded as needed from official sources and will not be duplicated or stored on network storage.

A5.4.2.4. Application Software/Device Drivers/Security Patches: Application software, device drivers, security patches, exe files, etc. will not be stored on a share drive except for the CFP (and other support structures for vulnerability management and Functional System Administrators) storage area.

A5.4.2.5. Personal Archives: Permanent archives of personal files will not be allowed on network storage.

A5.4.2.6. Backup of hard drives.   User data, such as documents, may be copied to network storage for later filing and removal, but entire hard drives will not be copied to network storage. Temporary desktop and portable computer data commonly copied to network storage during personnel moves or computer replacement and upgrades may be stored. The CFP area is the preferred area for these types of files.

A5.4.2.7. Duplicate files. All users will minimize duplication of files on the network storage to the maximum extent possible.

A5.4.2.8. Temporary files (e.g., *.tmp and ~$*.doc).

A5.4.2.8.1. **(*.tmp files)** must be allowed on shared drives since present Microsoft products create .tmp files on use. In no instance should these files be backed up or take up network storage quotas.

A5.4.2.8.2. **(~$*.doc)** Creation of these files are required during application installation and when certain documents are created and opened.   In no instance should these files be backed up or take up network storage quotas.

A5.4.3. 365 Day-Drive: An additional file share area called the 365 Day-Drive can be established to facilitate the temporary storage of excluded file extensions. This will be a volatile area, subject to removal of older files at any time additional space is needed. This share area will not be backed up.

A5.5. Application Software. All common-user application software, such as Microsoft Office products, antivirus software, and AF-approved shareware, software installation instructions will be maintained on the CFP shared drive. The CFP (and other system administrators) will be responsible for updating software on their shared drive to the latest AF-approved versions. No

personal information will reside on this drive. These files will be hosted in a storage area that does not consume backup resources. Recovery to this area will be from the original installation media. If any organization requires functionally specific application software, it will be made available under the following policy:

A5.5.1. Organizations having official requirements will procure the application software and maintain responsibility for the licenses.

A5.5.2. An organizational folder will be created on the CFP shared drive.

A5.6. Roaming Profiles. These are user profiles that are stored on a network drive. They allow a user to move from computer to computer without having to build a new profile each time. Roaming profiles are not authorized on the Air Force Network.

A5.7. Standardize drive mapping. The following drive letters will be standardized for logon drive mappings:

A5.7.1. Home Directories (H) - If a base has established Home Directories, they shall be assigned the letter H at the time of logon.

A5.7.2. Official Records (R) - The R Drive mirrors the organization's office file plan and contains only official records. No personal information will reside on this drive

A5.7.3. CFP (Z) - Application software and instructions will reside at this location for all CFP personnel. No personal information will reside on this drive.

A5.7.4. 365 Day Drive (M) - CFP have the authority to scan for and remove unauthorized shared files (*.pst, *.tmp, *.wav, *.jpg, *.wma, *.mp3, *.mpeg, *.exe, and *.avi) that are over 30 days old. They are also authorized to remove abnormally large files over 30 days old (> 20MB).

A5.7.5. All other drive letters may be used at the discretion of each base location.

A5.8. File Share Naming Conventions. Each file share area will be named using the following convention:

52<GEOLOC>-FS-<Numeric Identifier> (EXAMPLE: 52UHHZ-FS-001 for HQ AFRC)

A5.8.1. Legacy (3 letter base identifier, FS, and numeric: Example WRBFS01 for HQ AFRC.) naming conventions will be replaced via attrition and renaming of old systems to meet the new naming requirements is not required.

A5.9. File Share Structure:

A5.9.1. All file share areas should be organized in a logical fashion. For the purpose of identification and ownership it is recommended that each file share area be preceded by the organizational unit or office symbol. This will make folder identification easier for cleanup purposes.

A5.9.2. Individual office symbols for organizations should be responsible for monitoring their own files share areas. When this area becomes full or additional space is needed, an Enterprise Service Desk ticket should be created to address the space issue. The ticket should address the quantity of additional storage needed, file share name, purpose for the file share area and impact if not increased.

A5.10. Storage Data Archive Policy: Data Archiving is no longer authorized on the AFNET.

A5.11. Direct questions regarding the network-attached storage governance to HQ AFRC Network Division Chief (HQ AFRC/A6SC, DSN 472-6208).